



**REPUBLIC OF KENYA
THE NATIONAL TREASURY**

**GENDER MAINSTREAMING WORKPLACE
POLICY**

JULY, 2026

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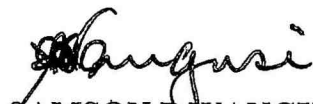
PREFACE AND ACKNOWLEDGMENTS

The Gender Mainstreaming Workplace Policy for The National Treasury has been developed to comply with the National Policy on Gender and Development, 2019, the Performance Contracting Reporting Guidelines and to achieve gender equity and equality through gender responsive strategies. The Workplace Policy was developed through a participatory process with stakeholders drawn from the various directorates, departments, units and sections within the National Treasury.

We would like to acknowledge the Principal Secretary, Dr. Chris Kiptoo, for his overall leadership and support throughout the entire process of development of the Gender Mainstreaming Workplace policy. The crucial role played by the Administration Directorate in spearheading the process during the formulation of this Policy, was indeed invaluable. Our sincere gratitude goes to National Gender and Equality Commission (NGEC) for providing technical support and guidance. Special appreciation to all Heads of Departments for providing inputs and feedback to enrich the Policy.

Finally, we wish to recognize members of the Gender Mainstreaming Committee for the unwavering support, commitment and deep enthusiasm in the whole process of preparing this Gender Policy.

We urge all stakeholders in the Ministry to focus on the implementation of the Policy to achieve gender equity and equality.



SAMSON P. WANGUSI, OGW

PRINCIPAL ADMINISTRATION SECRETARY/TNT

FOREWORD

Gender mainstreaming is a globally endorsed strategy for achieving gender equality by integrating gender perspectives into every aspect of policy and program development. Rather than treating gender equality as a separate issue, this approach ensures that gender considerations are central to all activities—from policy development and research to legislation, resource allocation, and program implementation.

The United Nations Economic and Social Council (ECOSOC) formally defined gender mainstreaming in 1997 as the process of assessing the implications for women and men of any planned action, including legislation, policies, or programmes, in all areas and at all levels. The strategy makes women's and men's concerns and experiences an integral dimension of the design, implementation, monitoring, and evaluation of policies and programmes in all political, economic, and societal spheres.

The commitment by the Government of Kenya to mainstream gender in the entire development process is articulated in the Constitution of Kenya; various policy documents such as the Kenya Vision 2030, the Fourth Medium Term Plans of Kenya, Sustainable Development Goals (SDGs) (specifically Goal 5 on gender equality and empowerment of women and girls); and Africa Union Agenda 2063. Further, Kenya is signatory to various international treaties and conventions that advocate for equal rights for women and men and integration of gender dimension in policy formulation and implementation.

The National Policy on Gender and Development, 2019 aims at achieving gender equity and equality by creating a just society where women and men have equal access to opportunities in the political, economic, cultural and social spheres of life. The domestication and implementation of the National Gender and Development Policy by Ministries, Departments, Agencies and Counties (MDACs) is imperative in ensuring gender inclusivity for sustainable development. The National Treasury remains committed to undertake gender mainstreaming by developing gender related policies as required by the Guidelines on Performance Contracting.

The Gender Mainstreaming Policy for The National Treasury aims at achieving gender equality at the workplace. The objective is to provide a framework for integrating gender mainstreaming in policies, programs, plans, guidelines and budgets at The National Treasury. Further, the Policy will strengthen institutional arrangements for gender equality at The National Treasury, enhance gender management skills of staff, raise the general level of gender awareness and ultimately provide a gender friendly work environment at The National Treasury.

The Workplace Policy recognizes that achievement of gender equality and gender mainstreaming in economic development will require concerted efforts of all key actors and stakeholders. In this respect, I call upon all the staff at the National Treasury both at the Headquarter and National Government Sub County treasuries to work together in ensuring the implementation of this Workplace Policy. I look forward to collaboration with development partners and stakeholders in complementing the efforts of mainstreaming gender in the public financial management function.

A handwritten signature in black ink, appearing to read 'Chris Kiptoo', is written over a circular stamp. The signature is fluid and cursive.

DR. CHRIS KIPTOO, CBS
PRINCIPAL SECRETARY/TNT

ABBREVIATIONS

AGPO	-	Access to Government Procurement Opportunities
FGM	-	Female Genital Mutilation
GDI	-	Gender Development Index
GBV	-	Gender Based Violence
M&E	-	Monitoring and Evaluation
MDAs	-	Ministries, Departments and Agencies
MDACs	-	Ministries, Departments, Agencies and Counties
MTPs	-	Medium Term Plans
NCPWD	-	National Council for Persons with Disabilities
NGAAF	-	National Government Affirmative Action Fund
NGEC	-	National Gender and Equality Commission
PAS	-	Performance Appraisal System
PC	-	Performance Contracting
PETS	-	Public Expenditure Tracking Surveys
PSC	-	Public Service Commission
PWDs	-	Persons with Disabilities
PPRA	-	Public Procurement Regulatory Authority
SDGs	-	Sustainable Development Goals
SGBV	-	Sexual Gender Based Violence

DEFINITION OF TERMS

Affirmative Action: Any temporary measure designed to overcome or cure inequality or a systematic denial or infringement of a right or fundamental freedom.

Flexi Time: Refers to change of an employee's terms and conditions of employment to provide ease of breastfeeding the baby or to undertake any other unpaid care responsibilities to the children, sick and elderly.

Gender: Socially determined power relations, roles, responsibilities and entitlements for men and women; girls and boys.

Gender Analysis: The process of examining roles, responsibilities, or any other aspects, with regard to women and men; boys and girls, with a view to identifying gaps, raising concerns and addressing them.

Gender-awareness: Recognition of the differences in the interests, needs and roles of women and men in society and, how this results in differences in power, status and privilege.

Gender Empowerment: A process through which men, women, boys and girls acquire knowledge and skills, and develop attitudes to critically analyze their situations and take appropriate action to improve their status in society.

Gender-Based Violence: Violence meted out to people based on their gender. It includes physical, sexual, mental or economic harm inflicted on a person because of socially ascribed power imbalance between males and females.

Gender blindness or neutrality: The inability to perceive that there are different gender-based expectations and responsibilities and, consequently, the failure to realize that policies, programmes and projects impact differently on women and men.

Gender Discrimination: Unequal or preferential treatment to individuals or groups based on their gender that results in reduced access and control of resources and opportunities.

Gender Disaggregated Data : Data that considers culturally defined gender roles and responsibilities. It involves applying a gender lens to sex-disaggregated data, plus asking deeper gender – oriented and other equity questions.

Gender Gap: This refers to the extent of the differences and inequalities along gender lines, which are ascertainable through quantitative and qualitative data.

Gender Equality: Equal treatment of women and men; boys and girls so that they can participate and enjoy the benefits of development including equal access to and control of opportunities and resources.

Gender Equity: Practice of fairness and justice in the distribution, access to and control of resources, responsibilities, power, opportunities and services.

Gender mainstreaming: Consistent integration of gender concerns into the design, implementation, monitoring and evaluation of policies, plans, programmes, projects and activities at all levels.

Gender parity: A statistical measure used to describe ratios between men and women, or boys and girls, in a given population. Also Gender parity is proportionate representation of men and women in a given group.

Gender responsiveness: Action taken to correct gender imbalances.

Gender responsive budget: Refers to the analysis of the impact of the actual government expenditure and revenue on women and girls as compared to men and boys. It helps governments decide how policies need to be adjustable and where resources need to be reallocated to address poverty and gender inequalities.

Gender roles: Socially assigned roles and responsibilities as opposed to biologically determined functions.

Gender sensitization: Process of developing people's awareness, knowledge and skills on gender issues.

Sex: Refers to the biological and physiological characteristics of males and females.

Sexual Gender Based Violence: Harmful acts directed at an individual based on their gender which takes numerous forms such as intimate partner violence, sexual violence, child marriage, FGM, trafficking for sexual exploitation, and female infanticide.

Sexual harassment: Unwelcome acts of a sexual nature that cause discomfort to the targeted person. These include words, persistent request for sexual favors, gestures, touch, suggestions, coerced sexual intercourse or rape.

EXECUTIVE SUMMARY

The National Treasury recognizes the need to address the issues and concerns of both men and women and will continue to mainstream gender issues as a key strategy for enabling the participation and recognition of all persons at the workplace regardless of their gender. The Gender Mainstreaming Workplace Policy endeavours to create a just and equitable work environment that respects the human rights and acknowledges all the diversities among staff. The Policy is in line with the National Policy on Gender and Development 2019 that seeks to promote rights and equal opportunities for all. The principles that guide the Gender Mainstreaming Workplace Policy for the National Treasury are also in accordance with the International Conventions and the Constitution of Kenya 2010.

The Workplace Policy provides guidance on how to address day to day gender matters arising within the workplace and outlines rights and responsibilities of the staff. The strategies outlined in this Policy aim at promoting the principles of gender equality, diversity and inclusion.

Chapter one highlights the role of the National Treasury in national economic development, and commitment to undertake gender mainstreaming as required by Guidelines on Performance Contracting. Further, the Chapter presents the legislative, policy and regulatory framework; the rationale for the Gender Workplace Policy; the Policy goal; objectives of the Policy; the guiding principles; and the scope of the Policy.

Chapter two explores the situational analysis, putting into perspective the prevailing situation in mainstreaming gender in policies, programmes, projects, guidelines, and budgeting at the National Treasury. The Chapter describes compliance with the two-thirds gender rule in Human Resource Management and Development; access to government procurement opportunities; gender responsive efforts in the work environment. Finally, the chapter highlights challenges in gender mainstreaming within the National Treasury.

Chapter three provides workplace policy commitments and implementation strategies to ensure smooth and sustainable mainstreaming of gender in The National Treasury. The ultimate goal of these policy commitments is to ensure that The National Treasury is a gender responsive organization that ensures men and women are given equal opportunities. The promotion of gender equality and inclusivity in National and County governments' policies and plans is a key step in ensuring equal participation of men and women in socio-economic programmes and projects. The Workplace Policy also sets out administrative measures and actions, strategies to address existing gaps in the realization of gender equality at The National Treasury as well proposes gender mainstreaming issues that will

support the domestication and implementation of the National Policy on Gender and Development 2019.

Chapter four presents the implementation and institutional arrangements of the Gender Mainstreaming Workplace Policy. The Chapter also spells out the roles of the Accounting Officer, Gender Mainstreaming Committee, various Directorate in mainstreaming gender that include Social and Governance that is in charge of spearheading gender issues, other technical directorates and Administration directorate, as well as the roles and responsibilities of employees.

Chapter five provides the essential frameworks for Monitoring, Evaluation, Reporting processes and timelines for the Policy Review.

CHAPTER ONE: INTRODUCTION

1.0 Overview

The chapter presents the background to gender mainstreaming, existing legal and policy framework, the Policy goal, objectives and guiding principles.

1.1 Background on Gender Mainstreaming

Gender mainstreaming is recognized as a strategic approach to ensuring that the concerns, experiences, and priorities of both women and men are systematically integrated into the design, implementation, monitoring, and evaluation of policies, programmes, and development initiatives across all sectors of the economy. Sustainable economic and social development can only be achieved through the full and equal participation of women and men in all spheres of national development.

Accordingly, policy formulation and development processes must deliberately recognize and address the distinct practical and strategic needs of women and men to foster inclusive and sustainable development outcomes. Gender-responsive policy formulation, planning and programming promote equality and equity, enhance efficiency and accountability, optimize the utilization of resources, and contribute to improved well-being for all members of society. It is therefore imperative that planning and budgeting processes consider the differential impact of poverty, access to opportunities, and resource allocation on women, men and other vulnerable groups including youths.

The commitment of the Government of Kenya to mainstream gender across the national development agenda is anchored in the Constitution of Kenya, the National Policy on Gender and Development 2019, Kenya Vision 2030, successive Medium-Term Plans, the Sustainable Development Goals (SDGs), and the African Union Agenda 2063, among other policy and legal frameworks. Kenya is also a signatory to various international and regional treaties and conventions, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Convention on the Rights of the Child (CRC), which advocate for equal rights and opportunities for women, men, boys and girls, and call for the integration of gender perspectives in policy development and implementation processes.

To institutionalize gender mainstreaming, Ministries, Departments, Agencies, and Counties (MDACs) are required to domesticate and implement the National Policy on Gender and Development, 2019. The Policy affirms the right of women, men, boys and

girls to participate in and benefit equitably from development initiatives. It further seeks to promote gender equality and equity through the establishment of a just and inclusive society in which all persons have equal access to opportunities and benefits within the economic, political and socio-cultural spheres. The Policy identifies gender mainstreaming within MDACs as a critical strategy for achieving sustainable development in line with the aspirations of the Kenya Vision 2030 development blueprint.

In this regard, the National Treasury remains committed to advancing gender mainstreaming in accordance with the National Policy on Gender and Development 2019 and the 22nd Cycle Guidelines on Performance Contracting. Effective implementation of this Policy will contribute significantly to the promotion of gender equality and women's empowerment, while enhancing equity in access to, control over and participation in resource allocation and development processes, particularly for women, youth and other vulnerable groups.

1.2 Mandate of the National Treasury

The National Treasury is established under Article 225 of the Constitution of Kenya, 2010. The mandate of The National Treasury is primarily derived from the Public Finance Management Act, 2012, and is further supported by Presidential directives as issued from time to time.

Functions of the National Treasury

1. Overall economic policy management;
2. Management of public finance;
3. Resource mobilization to finance budget deficit;
4. Formulation of National Budget;
5. Public debt management;
6. Formulation and maintenance of government accounting standards;
7. Bilateral and multilateral financial relations;
8. Capital markets policy;
9. Oversight over revenue collection;
10. Competition Policy Management and National Pensions Policy Management;
11. Insurance policy and regulation;
12. Public procurement and asset disposal policy;
13. Public investment policy and oversight;
14. Development and enforcement of financial governance standards;
15. Financial sector analysis and management including SACCOs, NSSF and NHIF;
16. Financial institutions oversight;
17. Management of National and County Governments financial management system and standards;

18. Development of Kenya as an international financial center;
19. Anti-money laundering policy;
20. Custodian of National Government assets and properties;
21. Secretariat to the Intergovernmental Budget and Economic Council; and
22. Administration of the framework for procurement, disposal, administration and management of common user items.

1.3 Rationale of the Gender Workplace Policy

Gender inclusivity has become an integral consideration in national development planning. The imperative to uphold gender equity and equality in socio-economic planning cannot be overemphasized. However, despite a progressive Constitution that advocate for gender equality and women's empowerment, gender inequality remains a key concern in Kenya.

Patriarchal structures and deep-rooted cultural beliefs and practices continue to pose significant barriers to gender mainstreaming, as they perpetuate unequal power relations and further reinforce inequalities between women and men.

Notably, progressive provisions in law have not delivered gender equality in practice raising the need to develop a policy that addresses the variety of manifestations of gender discrimination and inequality. In this regard, there is need for MDAs to domesticate the National Policy on Gender and Development, 2019.

The goal of Gender Mainstreaming Workplace Policy for The National Treasury is to achieve gender equality at the workplace. The mainstreaming will be attained by enhancing participation of women, men and other vulnerable groups (youth, children, persons with disabilities, older members of the society and minority and marginalized groups) for effective service delivery. The Policy will also set out administrative measures/actions/strategies to address the existing gaps in the realization of gender equality and inclusion in the Ministry as well as propose gender mainstreaming initiatives in the overall national development planning and formulation of policies.

1.4 Gender Workplace Policy Goal

The overall goal of this Workplace Policy is to achieve gender equality and equity within The National Treasury. The goal will be achieved through gender mainstreaming in policies, plans and budgets for sustainable socio-economic development.

1.5 Objectives of the Gender Workplace Policy

The main objective of this Gender Mainstreaming Workplace policy is to establish mechanisms and frameworks that will guide gender mainstreaming in policies, programs and budgets in The National Treasury.

The specific objectives are to:

- i. Provide a framework for integrating Gender mainstreaming in policies, programs, plans, guidelines and budgets at The National Treasury;
- ii. Ensure compliance with legal and policy Gender commitments by the Government;
- iii. Strengthening institutional procedures and operations in The National Treasury;
- iv. Enhance awareness on gender issues at The National Treasury; and
- v. Ensure a gender responsive and inclusive work environment at the National Treasury.

1.6 Scope of the policy

The Gender Mainstreaming Workplace Policy will apply to the National Treasury staff and stakeholders. The policy will be implemented both at the headquarters and National Sub County Treasuries.

1.7 Guiding principles

The implementation of the Gender Mainstreaming Workplace Policy will be guided by the following principles:

- i. **Equality, equity and non-discrimination** – The Policy recognizes that every person regardless of their gender has equal rights, opportunities and responsibilities and is protected from any form of discrimination;
- ii. **Diversity and inclusion** - The Policy acknowledges that every person in the state Department has a right to the various services irrespective of their social, economic, religious and political backgrounds;
- iii. **Respect for the rule of law** – The Policy provides for equity, social justice, inclusiveness, equality, human rights and dignity, as well as protection of the marginalized;

- iv. **Participation** – The Policy identifies, engages with and encourages active involvement of its stakeholders in decision-making and implementation.
- v. **Transparency and Accountability** - The Policy provides openness, fairness and responsibility for administrative actions.

1.8 Legislative, Policy and Regulatory Framework

The Gender Mainstreaming Workplace Policy is anchored in the Constitution of Kenya, relevant national policies and legislation, as well as regional and international frameworks that uphold the principles of gender equality and non-discrimination. In particular, the Policy is guided by the following:

- i. **The Constitution of Kenya:** Article 10 on national values and principles of governance provides for human dignity, equity, social justice, inclusiveness, equality, human rights, non-discrimination and protection of the marginalized; Article 27 on equality and freedom from discrimination; Article 227 on procurement of public goods and services which supports access to government procurement by disadvantaged groups; Article 232 on values and principles of Public Service include representation of Kenya's diverse communities; and affording adequate and equal opportunities for appointment, training and advancement at all levels of the Public Service of men and women; Article 81 that states that not more than two-thirds of members of the elective public bodies shall be of the same gender and Article 28 that states that every person has inherent dignity and the right to have that dignity respected and protected among others;
- ii. **The Kenya Vision 2030's Social Pillar**, seeks to mainstream gender equity in all aspects of society by making fundamental changes in four key areas that include: opportunity; empowerment; capabilities; and vulnerabilities;
- iii. **The successive Medium-Term Plans** of the Kenya Vision 2030 seek to ensure equity in access, control and participation in resource distribution for improved livelihood of women, youth and vulnerable groups. The objective has been to promote gender equity and equality;
- iv. **The National Gender Equality Commission Act, 2011** provides for gender equality and freedom from discrimination. This Act is in line with Article 27 of the Constitution;
- v. **The National Policy on Gender and Development, 2019** aims at achieving gender equity and equality through creating a just society for all;
- vi. **The Employment Act, 2007** provides for the 3 months paid maternity leave for mothers and 14 days paternity leave for men;

- vii. **The Health Act, 2017** provides for flexi time at the workplace and provision of lactation stations at workplace;
- viii. **The Public Finance Management Act, 2012** outlines the importance of involving special interest groups and especially in public participation;
- ix. **Public Procurement and Disposal Act, 2015** under the preference and reservation schemes, that requires all procuring entities to reserve 30% of the procuring budgets to the special groups (women, youth and persons with disabilities); and
- x. **The Ministry of Health Guidelines** for Securing a Breastfeeding Friendly Environment at the Workplace May 2018.

In addition, Parliament has enacted various laws to implement the Constitutional provisions for gender equality including the Matrimonial Property Act, 2013; the Marriage Act, 2014 and the Sexual Offences Act, 2006.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.0 Overview

This Chapter presents a situational analysis of gender mainstreaming within programmes, projects, policies, guidelines, and budgeting processes; human resource management and development; implementation of the Government Preference and Reservation Procurement Scheme; promotion of a gender-responsive work environment; management of gender-disaggregated data; and the key challenges affecting effective gender mainstreaming.

2.1 Introduction

The Constitution of Kenya advocates for gender equality and the uplifting of the lives of women and girls; men and boys. The programmes and projects outlined in the successive MTPs of the Kenya Vision 2030 places emphasis on promotion of gender equality and empowerment of women, men, youth, children and other vulnerable groups. The emphasis is in the recognition that empowerment is essential in realizing human rights and sustainable development.

The Government is determined to strengthen gender equity and equality by developing and implementing national policies, legislations, and ratifying relevant international and regional instruments that address gender related issues

2.2 Gender Mainstreaming in Programs, Projects, Guidelines, Policies and Budgeting

The National Treasury takes into consideration gender mainstreaming in all programmes, policies, plans and guidelines. The National Treasury has mainstreamed gender equality and equity into the national budget primarily by incorporating targeted affirmative action funds.

Specifically, the National Treasury is implementing the following strategies to enhance gender mainstreaming budgeting:

- i. **Targeted Economic Empowerment Funds:** The National Treasury guides in allocation of funds for specific gender empowerment initiatives. This includes ongoing capitalization of the Women Enterprise Fund (WEF), the Hustler Fund, and other affirmative action allocations tailored to uplift grassroots women and female-led MSMEs;

- ii. **Anti-FGM and GBV Allocations:** The National Treasury guidelines and circulars explicitly ring-fence development and recurrent budgets in dockets like the State Department for Gender and the Anti-FGM Board;
- iii. **Guidelines and Policy Frameworks:** Collaborating with the National Gender and Equality Commission (NGEC), The National Treasury utilizes Guidelines for Gender Responsive Budgeting in Kenya, 2014 to train budget officers on how to integrate gender considerations throughout the planning and implementation cycles; and
- iv. **Budget Policy Statements (BPS):** The National Treasury outlines women's economic empowerment and gender-inclusive enablers in its annual Budget Policy Statements in compliance with Parliamentary resolutions and the Public Finance Management (PFM) Act, 2012.

2.3 Human Resource Management and Development

The management of human resources at the National Treasury is guided by the existing Human Resource Policies and Procedures Manual for the Public Service May 2016, Public Service Commission circulars; and the applicable career progression guidelines. The National Treasury is committed to enhance gender responsive skills development and career progression.

2.4 Analysis of the staffing situation at The National Treasury

The National Treasury is compliant with the two-thirds gender principle. Analysis as at of May 2026 indicate that, in-post staff are 2,536 (1,073 females (42%), 1,463 males (58%)). Out of the total number of staff, the National Treasury has 69 persons with Disabilities (2.7%) out of which 23 are women and 46 are male. The total number of Officers in Job Group P¹ are 714 out of which women in Job Group P are 218 (31%).

The total number of industrial attachments as per the FY2025\2026 is 166 in total comprising of 85 males and 81 females. The Internship programme has a total number of 312 officers comprising of 185 males, 127 females and 3 persons with disabilities

Further, the processing and execution of promotions for eligible officers is prudently done on merit through the Human Resource Management and Development department regardless of gender. This aims at filling vacant positions, enhancing employees' productivity and the capacity of the organization to deliver on its mandate. In addition, The

¹Decision making level

National Treasury accords equal training opportunities to both male and female officers for career progression and skills improvement.

2.5 Access to Government Procurement Opportunities

All MDAs are mandated to implement the Affirmative Public Procurement Reservations Scheme under the banner, Access to Government Procurement Opportunities (AGPO)'. This Scheme covers contracts issued under affirmative public procurement to micro, small and medium enterprises owned by Youth, Women and persons with Disabilities as contemplated in Article 227(2) (b) of the Constitution. The aim of the scheme is to create employment and economically empower the disadvantaged groups through public procurement MDAs are required to reserve at least thirty percent of procurement budget for enterprises owned by Youth, Women and Persons with Disabilities in accordance with sections 53(6) of PPADA, 2015. Also, at least 2 percent of the 30 percent must be reserved for Persons with Disabilities (PWDs).

During the financial year 2025/2026, the National Treasury had a procurement budget of Ksh.265, 000,000 out of which 30% representing Kshs.79, 500,000 was reserved for women, youth and PWDs (AGPO) out of which Kshs.1, 590,000 was reserved for PWDs. Further, The National Treasury complied with AGPO requirements and submitted quarterly reports on implementation of AGPO to Public Procurement Regulatory Authority (PPRA), and the National Council for Persons with Disabilities (NCPWD) on procurement opportunities allocated to PWDs.

2.6 Gender Responsive Work Environment

The Constitution of Kenya, Employment Act, 2007, the Sexual Offenses Act, 2006 Public Officers Ethics Act, 2003 and Human Resource Management Policies and Procedures Manual 2016 among others prohibit Sexual Gender Based Violence and other harmful cultural acts that are perpetrated on individuals.

Further, the National Treasury has taken initiatives to ensure gender responsiveness in the work environment. In particular, the building occupied by the National Treasury staff is under twenty-four hour's surveillance and the security checks are also gender friendly. The shared spaces (sanitation facilities, kitchen, waiting lounges) are designed to comfortably meet the needs of both men and women. However, sanitation facilities need to be adjusted to cater for disability needs.

Moreover, the National Treasury grants maternity and paternity leave to all eligible staff upon application. In the same vein, breast-feeding officers are accorded flexible working

hours to cushion against gender-related constraints. There is need to allocate space and equip the lactation room for nursing officers

The National Treasury analyses disaggregated data from the payroll system to compile gender related data that informs sound decision making and interventions. These data are gender disaggregated by; number of staff and their positions/levels, recruitment, promotion, training and internships/attachments. The data is collected on quarterly basis in line with the requirements of the National Gender and Equality Commission and the State Department for Gender.

2.7 Challenges in Gender Mainstreaming

The challenges that impede gender mainstreaming include but are not limited to the following:

- i. Inadequate budget for programmes relating to gender mainstreaming;
- ii. Ingrained negative cultural belief systems and stereotypes reinforce perpetration of gender-based violence in the workplace;
- iii. Lack of a sexual harassment policy that outlines reporting and redress mechanisms for SGBV;
- iv. Lack of lactation rooms at the workplace to accommodate child caring needs;
- v. Lack of awareness of guidance and counseling services; and
- vi. Lack of trained personnel to handle gender-related workplace issues.

CHAPTER THREE: POLICY COMMITMENTS AND STRATEGIES

3.0 Overview

This Chapter presents the policy commitments and strategies on gender mainstreaming at the National Treasury to address the existing gaps in the realization of gender equality and equity. To ensure that gender equality and women empowerment is integrated into sectoral policies, planning and programmes, the Policy has identified key policy commitments. In addition, the Chapter also outlines the strategies for gender mainstreaming under each thematic area. The Policy commitments are listed hereunder.

3.1 Gender Responsive Budgets, Plans, Policies, Guidelines and Progress Tracking

This Policy commitment has been designed to guide and ensure that the National Treasury mainstreams gender perspective in economic planning, programming, budgeting, implementation and monitoring and evaluation of development programmes and projects.

Gender disaggregated data is essential for informing gender mainstreaming policies, strategies and in assessing the effects of policy measures on men, youth, women and other vulnerable groups. To inform gender analysis the National Treasury shall produce quarterly reports.

The National Treasury shall issue budget guidelines requiring Ministries, Departments, and Agencies (MDAs) to integrate gender perspectives into their Sector Working Group reports.

3.1.1 To provide a framework for integrating Gender mainstreaming in policies, programs, plans, guidelines and budgets at the National Treasury

Policies are paramount in influencing plans, programmes and projects geared towards the attainment of socio-economic development. The promotion of gender equality and inclusivity in National and County governments' policies and plans is a key step in ensuring equal participation of men, women, youth and other vulnerable groups in the socio-economic programmes and projects. The National Treasury will employ various strategies to ensure gender responsiveness in coordination, formulation and review of national development policies and plans.

In this Policy commitment, the National Treasury shall:

- i. Mainstream gender considerations into national development plans, sector plan, medium-term expenditure frameworks and annual work plans;
- ii. Prepare and adopt gender-responsive budgeting guidelines and integrate gender analysis requirements into the national budget preparation process;
- iii. Undertake gender impact assessments of fiscal policies, taxation measures, public expenditure programs and development projects;
- iv. Train National Treasury staff on gender-responsiveness and establish gender focal points in all Departments;
- v. Develop a gender-responsive monitoring and evaluation framework and create gender-sensitive indicators and performance measurement tools;
- vi. Integrate gender indicators into the National Treasury's performance management systems;
- vii. Conduct periodic gender audits and budget reviews;
- viii. Strengthen collection and use of sex-disaggregated and gender-sensitive data;
- ix. Collaborate with Kenya National Bureau of Statistics to generate gender-related fiscal and economic data; and
- x. Conduct public participation forums that ensure representation of men, women, youth, persons with disabilities and marginalized groups.

3.1.2 Compliance with legal and policy Gender commitments by the Government

The National Treasury will institutionalize gender mainstreaming in policy formulation, planning, and review processes to ensure equitable, inclusive and results-oriented public finance management. This will be undertaken in accordance with the **Constitution of Kenya (2010)**, the **Public Finance Management Act, 2012**, the **Public Service (Values and Principles) Act, 2015**, the **National Policy on Gender and Development (2019)**, and the Government's Gender Responsive Budgeting (GRB) framework.

1. Integration of Gender Analysis in Policy Formulation

All fiscal, economic and development policies will incorporate gender analysis at inception stage to identify differentiated needs, roles, constraints and opportunities affecting women, men, youth and vulnerable groups. This will include:

- i. Conducting gender impact assessments for all draft fiscal, economic and sectoral policies;
- ii. Ensuring alignment with the **Budget Policy Statement (BPS)** and **Medium-Term Budget Framework (MTBF)** with gender equality priorities;
- iii. Applying Gender Responsive and inclusive Budgeting (GRIB) guidelines to inform policy design and resource allocation.

2. Gender-Responsive Planning Frameworks

Gender considerations will be embedded in national planning instruments developed or coordinated by the National Treasury, including:

- i. The **Budget Policy Statement (BPS), Medium-Term Expenditure Framework (MTEF)** and sector ceilings;
- ii. Integration of gender equality targets and indicators within programme-based budgeting (PBB);
- iii. Alignment with the **Public Finance Management Regulations, 2015** to ensure equitable distribution of resources across programmes benefiting women, men, youth, persons with disabilities and other vulnerable groups.

3. Gender Mainstreaming in Policy Review and Evaluation

The National Treasury will institutionalize gender-responsive monitoring, evaluation and policy review mechanisms by:

- i. Undertaking periodic gender audits of fiscal policies, budget implementation and public investment programmes;
- ii. Incorporating gender responsive performance indicators in policy review tools and expenditure reviews;
- iii. Ensuring that the **Public Expenditure Reviews (PERs)** and **programme performance evaluations** assess gender equality outcomes.

4. Use of Gender-Disaggregated Data in Decision-Making

Policy formulation and review will be evidence-based, utilizing gender-disaggregated data sourced from MDAs and counties. This will include:

- i. Strengthening integration of gender statistics within the **Integrated Financial Management Information System (IFMIS), Electronic Government Procurement System (e-GPS)** and other National Treasury reporting systems;
- ii. Collaborating with the Kenya National Bureau of Statistics (KNBS) to enhance gender data availability and quality;
- iii. Using gender data to inform fiscal policy decisions, budget allocations and expenditure tracking.

5. Alignment with National Treasury Policy Frameworks

Gender mainstreaming will be embedded within key National Treasury frameworks, including:

- i. The **Budget Review and Outlook Paper (BROP)** and **Budget Policy Statement (BPS)** processes;

- ii. The **Public Investment Management (PIM)** framework to ensure equitable appraisal and selection of projects;
- iii. The **Programme-Based Budgeting (PBB) framework**, ensuring that programme objectives explicitly address gender equality outcomes;
- iv. The **Medium-Term Debt Strategy (MTDS)**, ensuring inclusive fiscal sustainability considerations.

6. Institutional Accountability and Compliance

The National Treasury will ensure compliance with gender mainstreaming requirements through:

- i. Issuance of circulars and guidelines mandating MDAs to integrate Gender Responsive and inclusive Budgeting (GRIB);
- ii. Monitoring compliance with the **Public Finance Management Act, 2012** and related National Treasury regulations on equitable resource allocation.

3.1.3 Tracking and Reporting of policies and programmes

The National Treasury will develop gender responsive frameworks for monitoring and evaluation of national policies and programmes. Targets and indicators will be developed to track policies and programmes implementation with a gender lens. The National Treasury will undertake regular monitoring missions to assess implementation of policies and programmes from a gender perspective.

3.2 Gender responsive and inclusive work environment at the National Treasury Human Resource Management

The National Treasury will ensure compliance to the privileges, rights and obligations of employees in the Civil Service as stipulated in the Human Resource Policy and Procedure Manual of 2016. The National Treasury will adopt and implement the following strategies:

3.2.1 Recruitment, Promotions, Deployment, Transfers, and Performance

Appraisal Recruitment

The National Treasury will:

- i. Ensure affirmative action on recruitment, internship and attachment is adhered to as stipulated in various regulations, presidential directives, circulars and Human Resource Policy and Procedure Manual;
- ii. Endeavor to have a gender balanced human resource by ensuring that not more than two-thirds of positions in its establishment are filled by either gender;

- iii. Integrate gender and diversity issues into the induction programmes for new employees; and
- iv. Regularly report on the proportion of men and women in the payroll by job grades at the National Treasury to the Public Service Commission.

Promotion

The National Treasury will:

- i. Ensure promotion of all employees who have requisite qualification regardless of their gender subject to availability of vacancies;
- ii. Ensure that the succession plans that are developed and implemented are gender responsive and proactively identify men and women who can potentially be promoted due to excellence in performance;
- iii. Encourage Directors and Heads of Departments/Sections/Units to proactively identify both genders to attend career progression courses and provide them with support to integrate new skills into the work environment; and
- iv. Promote equitable training and career development opportunities for all employees.

Deployment and Transfers

The National Treasury will continue to deploy and transfer employees with the guidance of existing policies and guidelines. In particular, the National Treasury will ensure that there is gender parity during deployment and transfer; and

Performance Appraisal

The National Treasury will:

- i. Ensure that performance appraisal is conducted within the public service standards, ethics and principles; and
- ii. Ensure nomination for awards for exemplary performance will be conducted in a fair and equitable manner regardless of gender.

3.3 Work Environment, Work Life Balance and other Cross-Cutting Issues

The National Treasury will ensure that gender relations are fundamentally transformed to empower both genders for equal participation, benefits and to entrench gender equity. The National Treasury will implement strategies aimed at creating an enabling environment for employees and a work life balance.

Specifically, the National Treasury will:

- i. Ensure gender sensitive workplace policies in cross-cutting issues including prevention, response and control of HIV&AIDs infections, gender-based violence/sexual harassment, prevention of drug and substance abuse, disability mainstreaming, corruption prevention, and handling of complaints;
- ii. Carry out regular awareness campaigns at the workplace to address gender in cross-cutting issues;
- iii. Establish a lactation room at the workplace to accommodate child caring needs;
- iv. Enhance guidance and counseling of staff at the workplace;
- v. Organize regular team building activities to transform behavior and attitude patterns pertaining to gender relations;
- vi. Enhance gender responsive office facilities and equipment for staff and external customers including provision of sanitary facilities based on the different gender needs; and
- vii. Comply with the provision on flexi hours as stipulated in the Health Act, 2017, 3 months paid maternity leave stipulated in the Employment Act, 2007 and fourteen days (14) paid paternity leave. In case of surrogacy, the officer (intended mother/father) is entitled to maternity/paternity leave. In addition, a male officer who has lost a wife at childbirth shall be granted an equivalent of maternity leave.

3.4 Capacity Building and Awareness Creation on Gender Mainstreaming

The National Treasury will enhance awareness on gender issues to address capacity gaps in an adequate and systematic manner. Specifically, The National Treasury will ensure that:

- i. Officers in the managerial cadre (top management) are trained on emerging issues on gender mainstreaming;
- ii. New employees are sensitized on gender issues including sexual harassment and Gender Based Violence at the workplace;
- iii. Staff members are continuously sensitized on gender mainstreaming;
- iv. Continuously equip the Gender Mainstreaming Committee with skills and knowledge on gender mainstreaming;
- v. Train employees on Gender Responsive Budgeting with a special focus on staff in charge of finance and planning; and
- vi. Development of gender related IEC materials to enhance awareness.

3.5 Institutional procedures and operations in The National Treasury

The National Treasury commits to comply with the provisions of the Constitution of Kenya and Public Procurement and Asset Disposal Act, 2015 on Preferences and Reservations schemes.

The National Treasury will:

- i. Continue to implement the Public Procurement Affirmative Reservations scheme on 30% Access to Government Procurement Opportunities (AGPO) for women, youth and Persons with Disabilities; and
- ii. Prepare and submit periodic reports on compliance to the Public Procurement Regulatory Authority (PPRA)

3.6 Sexual Harassment and Gender Based-Violence

The National Treasury will foster a prevention-focused environment where sexual harassment and gender-based violence is not tolerated and reduce vulnerability of those at risk. The National Treasury will develop and implement strategies to prevent and address sexual harassment and Gender-Based Violence (GBV).

The National Treasury will:

- i. Establish reporting mechanisms and administrative actions to ensure adherence to Sexual Gender-Based Violence (SGBV) related laws and policies; and
- ii. Ensure implementation of gender-responsive safety and security measures in the State Department to minimize cases of GBV;

CHAPTER FOUR: IMPLEMENTATION AND STAKEHOLDERS ROLES

4.0 Overview

The National Treasury will implement the set gender commitments and strategies towards ensuring gender equality and equity. The Principal Secretary responsible for National Treasury will provide overall guidance and policy direction on gender mainstreaming initiatives. All Employees and other stakeholders will ensure compliance with the Gender Policy to promote gender integration and inclusivity at the National Treasury as per the roles outlined hereunder:

4.1 Principal Secretary

- i. Provide leadership and guidance on policy implementation;
- ii. Appoint and provide support to Gender Mainstreaming Committee;
- iii. Approve the National Treasury Gender Mainstreaming Workplace Policy;
- iv. Allocate resources for gender mainstreaming; and
- v. Approved biannual reports for submission to the National Gender and Equality Commission.

4.2 Administration Directorate

- i. Spearhead and coordinate gender mainstreaming activities within the National Treasury;
- ii. Convene and chair the Gender Mainstreaming Committee meetings and workshops;
- iii. Conduct periodic review of the Policy;
- iv. Coordinate compilation of Biannual and annual gender mainstreaming reports and forward the same to the Accounting Officer for approval and submission to the National Gender and Equality Commission;
- v. Provide other secretariat services to the Gender Mainstreaming Committee as may be required; and
- vi. Mobilize resources to support gender mainstreaming committee.

4.3 Gender Mainstreaming Committee

The Gender mainstreaming Committee will consist of representative from all, Departments, Sections and Units of the National Treasury

The responsibilities of the Gender Mainstreaming Committee will be:

- i. Training and sensitizing staff on gender issues at the National Treasury;

- ii. Developing operational guidelines and preparing action plans for gender mainstreaming;
- iii. Reporting on gender performance contract targets for inclusion in the Ministerial Performance Contract;
- iv. Providing support to activities that address issues of gender;
- v. Developing proposals for resource mobilization to ensure the Gender Policy is implemented;
- vi. Referring employees for guidance and counselling services;
- vii. Promoting the generation, collection and management of gender-disaggregated data from all Directorates/Sections/Units at the National Treasury;
- viii. Liaising with government agencies that are mandated with gender mainstreaming at the workplace; and
- ix. Preparing and submitting biannual and annual reports using the prescribed format to the National Gender and Equality Commission.

4.4 Technical Directorates

- i. Mainstream gender issues in their mandate, functions and roles;
- ii. Mainstream gender issues in the functions of the specific directorates;
- iii. Ensure gender concerns are incorporated in the strategic plan and annual work plans;
- iv. Assess the involvement of women, men, youth, children, persons with disabilities, older members of the society, minority and marginalized groups at the National Treasury projects and programmes;
- v. Track and report progress on implementation of gender indicators and targets of the Medium-Term plans, public policies, programmes and projects for evidence-based decision making;
- vi. Provide support to programmes that address issues of gender; and
- vii. Involve men, women, youth, children, PWDs and other vulnerable groups in the technical activities including those that involve public participation.

4.5 Administration Department, Sections and Units

- i. Enforce compliance with existing public service regulations and relevant legislation on gender;
- ii. Establish and maintain a gender disaggregated record of employees by age, sex, ability and ethnicity;
- iii. Ensure gender equity in recruitment, promotion, deployments and transfers;
- iv. Keep work environment safe and accessible;

- v. Implement the AGPO Policy on 30% access to government procurement opportunities for women, youth and Persons with Disability;
- vi. Ensure sufficient financial resources are allocated for gender mainstreaming;
- vii. Provide access to information on gender mainstreaming and related matters; and
- viii. Effective communication of gender mainstreaming and other related inclusion matters to the staff such as braille, sign language amongst others.

4.6 Employees

It is the responsibility of the employee to:

- i. Comply with existing public service regulations and relevant legislation on gender;
- ii. Assist in identifying gender concerns, needs and issues that need to be addressed;
- iii. Have right to participate in activities and programmes that promote non-discrimination and a friendly work environment; and
- iv. Have right to protection from sexual harassment and GBV.

CHAPTER FIVE: MONITORING, EVALUATION, REPORTING AND REVIEW

5.0 Overview

This Chapter outlines the framework for monitoring, evaluation, reporting and review of the Gender Mainstreaming Workplace Policy within the National Treasury. The framework is intended to ensure effective implementation, accountability, continuous learning and alignment with national gender equality commitments and institutional priorities.

Monitoring, evaluation and reporting shall involve a systematic and continuous process of collecting, analyzing, and utilizing data and information based on established indicators, targets, and performance standards. The process shall facilitate evidence-based decision-making, promote institutional accountability and provide feedback to stakeholders on the progress and outcomes of gender mainstreaming initiatives.

5.1 Monitoring

The National Treasury shall establish and operationalize mechanisms for continuous monitoring of the implementation of this Policy to assess progress in mainstreaming gender within institutional programmes, projects, policies, plans, budgets and workplace practices.

To facilitate effective monitoring, the National Treasury shall develop comprehensive implementation work plans, monitoring tools, performance indicators, and reporting frameworks aligned to the Policy objectives and institutional mandate. Monitoring activities shall be undertaken on a quarterly basis to track implementation progress, identify challenges, and recommend corrective actions where necessary.

The data and information generated through the monitoring process shall be utilized by management to inform policy decisions, improve programme implementation, strengthen accountability and support institutional learning. Monitoring reports shall also provide the basis for evaluation of the effectiveness and impact of the Policy.

5.2 Evaluation

The National Treasury shall undertake periodic evaluations to assess the effectiveness, efficiency, relevance, sustainability and impact of the Policy and related gender mainstreaming initiatives. Evaluation shall determine the extent to which the Policy

objectives and intended outcomes have been achieved and identify areas requiring improvement.

The Gender Mainstreaming Committee shall provide technical inputs and support in the evaluation process, including preparation of annual progress reports. The Administration Directorate shall coordinate the evaluation process in collaboration with relevant departments and stakeholders.

5.3 Reporting Mechanisms

The National Treasury shall establish appropriate reporting mechanisms to ensure timely documentation and communication of progress in the implementation of this Policy. Quarterly and annual reports shall be prepared in the prescribed formats and submitted to relevant oversight institutions, including the State Department for Gender and the National Gender and Equality Commission, in compliance with Government reporting and Performance Contracting requirements.

Gender Focal Persons, in collaboration with the Gender Mainstreaming Committee and departments, shall coordinate the collection, compilation and submission of gender mainstreaming reports. The reports shall capture progress made, achievements realized, challenges encountered, lessons learnt and recommendations for continuous improvement.

5.4 Review of the Policy

This Policy shall be reviewed every five (5) years or earlier where necessary to respond to emerging issues, legislative and policy changes, institutional priorities and evolving national and international commitments on gender equality and inclusion.

The review process shall be coordinated by the Administration Directorate in consultation with relevant stakeholders, including departments within the National Treasury, oversight institutions, development partners, and other relevant actors. The review shall assess the continued relevance, effectiveness, and responsiveness of the Policy and recommend appropriate amendments to enhance its implementation and impact.